

### Annexe A of EdCF report on Building Schools for the Future - 29 June 2009

Meeting:	Cabinet
Date:	23 April 2009
Subject:	Building Schools for the Future
Key Decision:	Yes
Responsible Officer:	Heather Clements, Director Schools and Children's Development
Portfolio Holder:	Cllr Anjana Patel, Portfolio Holder, Schools and Children's Development
Exempt:	No
Enclosures:	None

## Section 1 – Summary and Recommendations

This report informs Cabinet of the outcome of the Building Schools for the Future (BSF) Expression of Interest Submission and the next stages in the process to demonstrate Readiness to Deliver.

### **Recommendations:**

Cabinet is requested to:

1. Confirm the Council's commitment to BSF for Harrow and Harrow's proposals to meet the Readiness to Deliver criteria in section 2.3.
2. Delegate responsibility to the Leader of the Council and the Portfolio Holder for Schools and Children's Development, in consultation with the Director of Schools and Children's Development, to agree the final Readiness to Deliver submission to the Department for Children, Schools and Families if we are required to submit before June Cabinet
3. Receive a report in June 2009 outlining our Readiness to Deliver together with proposals to secure the funding to support the BSF process for Harrow.

**Reason: (For recommendation)**

For Cabinet to confirm its commitment to BSF in Harrow and to enable the completion of the Readiness to Deliver submission in line with the Partnerships for Schools and Department for Children, Schools and Families (DCSF) Guidance.

**Section 2 – Report****2.1 Introduction**

- 2.1.1 BSF is the Government's secondary school investment programme that aims to transform secondary education by the rebuild or refurbishment of every secondary school. Local Authorities enter the BSF programme in Waves and Waves 1 – 6a have started.
- 2.1.2 Local Authorities in Waves 7-15, which includes Harrow, were invited to submit revised Expressions of Interest (Eol) outlining their proposals for education transformation through BSF in December 2008.
- 2.1.3 In March 2009, the DCSF published an indicative prioritisation list for the revised national programme. The list is provisional and is based entirely on underperformance and deprivation. Local authorities will be assessed further on their Readiness to Deliver to finalise the order.
- 2.1.4 Using this criteria Harrow was placed 52 out of 70 local authorities who have yet to enter the BSF programme. It is expected that entry to the BSF programme will be very competitive and Harrow will need to improve its ranking by the assessment of the readiness to deliver submission. The timescale for the submission of the Readiness to Deliver document is not yet known. However, an early and positive submission with Cabinet support is likely to be well received.
- 2.1.5 This report is seeking Cabinet's 'in principle' commitment to Harrow entering the BSF programme to achieve educational and community transformation. A further report will be presented to Cabinet in June 2009 detailing the financial implications.

**2.2 Background**

- 2.2.1. The Harrow Expression of Interest (Eol) outlined Educational Transformation, based on the vision agreed by Cabinet in May 2008. It also included an outline of the Building Transformation required to secure fit for purpose accommodation to contribute to our aspirations to Narrowing the Gap between groups of pupils and communities.
- 2.2.2. As part of the process to develop the Eol, criteria were developed to identify the priority schools to receive funding. On the basis of the application of these criteria, the schools in Harrow are allocated to two groups:

Wave 1 Priority Project;  
Wave 2 Follow-on Project.

**Wave 1:**  
Canons High School  
Harrow High School

**Wave 2:**  
Bentley Wood High School  
Hatch End High School

Rooks Heath College for Business  
and Enterprise  
Salvatorian College

Nower Hill High School  
Park High School  
Sacred Heart Language College  
Shaftesbury High School

2.2.3. This priority order has been discussed and agreed with schools. The DCSF cost calculator generated a provisional total of approximately £84m for Wave 1 and approximately £126m for Wave 2.

2.2.4. Initial site development plans for each school were completed as part of the EoI. These plans included potential for community facilities and co-location of services that will contribute to the development of schools at the heart of communities.

### **2.3 Readiness to Deliver Requirements**

2.3.1. Partnerships for Schools (PfS), the organisation established by DCSF to deliver BSF, have a suite of guidance and template documents to support the BSF process. The Readiness to Deliver Guidance focuses on three factors that will form the judgement of readiness:

- The local authority capacity, project governance and management arrangements, experience and readiness to lead and manage a programme of considerable scale and value
- The clarity ambition and connectedness of the local authority's transformational educational and children's service's vision
- The integration of BSF with broader corporate, regeneration and multi service priorities and strategies.

2.3.2. Readiness will be assessed against a range of core criteria and local authority projects will be positioned in a rolling programme to enter BSF.

### **2.4 Harrow's Readiness to Deliver the BSF Core Criteria**

2.4.1. A summary of the key Readiness to Deliver criteria and a commentary of Harrow's position is outlined below:

#### **A Transformational Overview**

2.4.2. The overview will demonstrate how the local authority will use BSF to support transformation in educational provision. It includes details on: the vision and context; the strategy to increase choice and diversity of schools; measures to address underperformance; learning and the curriculum; inclusion and SEN; Every Child Matters and extended schools; ICT and, leadership and change management.

2.4.3. At its meeting in May 2008, Cabinet agreed the Education Vision for Harrow. This Vision will form the basis of this section, supplemented with evidence from related services including the Achievement and Inclusion Service's robust approach to support school improvement.

#### **Deliverability**

2.4.4. Deliverability is about the local authority's understanding of the task to deliver transformation and covers areas such as pupil place planning, estate planning and sustainability, communication and consultation and project management and planning.

- 2.4.5. Harrow has consulted widely on proposals for school reorganisation. Statutory Notices have been published and will be determined by Cabinet at their meeting in April 2009. The Council has a systematic approach to school place planning and has brought forward proposals to increase the supply of places as part of the Consultation on School Reorganisation Proposals and Admission Arrangements.
- 2.4.6. As part of the preparation for the EoI, a site development plan for all high schools was completed and proposals address requirements for additional Year 7 pupils, but also condition, suitability and sufficiency of accommodation and sustainability.
- 2.4.7. Harrow has an established project group for school organisation and these structures will be reviewed to comply with recommendations for BSF.

#### Investment Strategy

- 2.4.8. The investment strategy will focus on the Council's commitment to the Government's preferred investment strategy for BSF which is a Local Education Partnership (LEP). The Government's preferred LEP model would provide a range of services including construction (to deliver through design and build, and possibly PFI), an ICT managed service and facilities management.
- 2.4.9. Officers are investigating how a LEP could operate in Harrow. This includes the range of services provided by the LEP, a joint LEP with another local authority and the interface of a LEP with the Council, schools and existing contracts and services.
- 2.4.10. Further work will continue in line with emerging guidance from the DCSF and the economic and financial context. The Readiness to Deliver guidance indicates that if an alternative model is to be adopted, then it will need to be agreed before entry to the programme. Any alternative will need to deliver all aspects of the LEP and maintain robust and effective interfaces between the elements.

#### Affordability

- 2.4.11. Local authorities will need to demonstrate that there has been consideration of the affordability of BSF using the DCSF funding model and opportunities to contribute other streams to the projects.
- 2.4.12. To develop the Expression of Interest the DCSF funding model generated funding of approximately £84m for Wave 1 and approximately £126m for Wave 2. In addition, an independent cost consultant reviewed the proposed costs.
- 2.4.13. Officers are identifying additional funding streams that could be used to increase the investment.

#### Resources and Capability

- 2.4.14. Resources and capability covers the governance arrangements for the project, the project team, corporate strategy and the confirmation of resources to support the process.

- 2.4.15. Harrow has established governance and management arrangements for the school reorganisation project. This includes a Stakeholder Reference Group, chaired by the Portfolio holder for Children's Services, the School Organisation Officer Group (SOOG), a cross council officer group, chaired by the Director of Schools and Children's Development, and the project team Harrow Transforming Learning Team (HTLT).
- 2.4.16. It is proposed that these structures are revised to align with the BSF requirements. For example, the DCSF guidance indicates that the Project Board Chair should be the Chief Executive to reinforce the high profile and strategic potential of BSF. Models will be developed to ensure management arrangements are streamlined and effective, linking wherever possible to other established structures. Part of this will be the reviewing of the terms of reference for the Stakeholder Reference Group. The SRG has to date focussed on the development of the proposals for school reorganisation. If the proposals to reorganise schools are approved, then it is proposed that the remit is broadened to oversee the implementation of school reorganisation and BSF.
- 2.4.17. The procurement costs for BSF are estimated currently as £3.5m and Harrow will need to ensure that there is funding available to support this. Detailed work is in progress to set out the most cost effective way of securing this funding and a detailed report will be submitted in May 2009.

#### Benefit Realisation

- 2.4.18. The Government's aspiration for BSF is to contribute to a wide range of area improvements for school and local communities.
- 2.4.19. This complements Harrow Council's corporate priority to build stronger communities and the Place Shaping agenda. By working closely with the Place Shaping Directorate and across the council, BSF will secure the potential for schools to offer community facilities and provide access to services placing schools at the heart of the local community.
- 2.4.20. A geo-mapping exercise has been completed to identify the provision of council services and their proximity to schools. This has highlighted areas of over and under provision as well as provision close to a school that could be relocated onto the school site. Discussions with schools and their clusters will be undertaken as part of a strategy to take this forward.

#### Additional Criteria for joint authority projects

- 2.4.21. Harrow is investigating opportunities to secure benefits by working in partnership with other local authorities. This section would need to be completed in accordance with a preferred option for Harrow.

## **2.5 Implications of the Recommendations**

### Equalities Impact

- 2.5.1. An Equalities Impact Assessment will be undertaken as part of the development of Harrow's BSF programme.

### Legal Comments

2.5.2. External legal advisers will be appointed to provide expertise in the procurement of the BSF procurement including a possible Local Education Partnership and other areas as required.

### Financial Implications

2.5.3. For Harrow to be part of the BSF programme there will need to be sufficient funding to support the process and satisfy the DCSF that this will be available. The process includes the development of Strategies for Change for School, Outline and Final Business Cases and the procurement of a LEP.

2.5.4. The indicative procurement costs are estimated at £3.5m. The final figure will be dependent on the procurement arrangements and these costs will be phased over a number of years commencing on entry into the BSF programme.

2.5.5. Officers are working towards a solution to the complex resource issues to finance BSF. An exercise to identify the expected cost and sources of funding is being completed. Some of these resources are already included in budgets, for example, the Harrow Transforming Learning Team. Additional funding will need to be identified from the Council. Officers will also work in partnership with schools to meet the affordability of BSF.

2.5.6. A report will be presented to Cabinet at their meeting in May 2009 addressing the financial implications of BSF.

### Performance Issues

2.5.7. BSF will have Key Performance Indicators that are linked to national and local priorities, and BSF school specific targets. These will be developed through the process to gain entry into the programme.

2.5.8. BSF will contribute to a range of performance indicators, in particular the following from the new National Indicator Set. NI 72 – 109 'Enjoy and Achieve' indicators covering Key Stage achievement and progression, narrowing the gap for lower performing and vulnerable groups, attendance, behaviour, special educational needs.

2.5.9. Whilst Harrow's performance is currently above national and statistical neighbours averages at all Key Stages, Harrow's targets, which are set annually for the DCSF, are highly challenging. The table below presents Harrow's performance against its targets and the national averages.

#### **Harrow's 2007-08 Results**

<b>KS1</b>	<b>Actual</b>	<b>Target</b>	<b>National</b>
Reading L2+	87.0%	Not Set	84.0%
Writing L2+	83.0%	Not Set	80.0%
Maths L2+	91.0%	Not Set	90.0%
Science L2+	88.0%	Not Set	89.0%
<b>KS2</b>	<b>Actual</b>	<b>Target</b>	<b>National</b>
English L4+	82.0%	85.0%	81.0%

Maths L4+	79.0%	85.0%	78.0%
Science L4+	87.0%	Not Set	88.0%
<b>KS3 (Provisional)</b>	<b>Actual</b>	<b>Target</b>	<b>National</b>
English L5+	77.6%	82.0%	73.0%
Maths L5+	79.5%	82.0%	77.0%
Science L5+	74.2%	78.0%	71.0%
<b>GCSE</b>	<b>Actual</b>	<b>Target</b>	<b>National</b>
% 5+A*-C	69.5%	68.2%	65.3%
% 5+A*-C inc E & M	57.7%	58.0%	47.6%

### Environmental Impact

2.5.10. As part of the Readiness to Deliver submission, the local authority is required to explain how a 60% reduction in carbon across its school estate will be achieved and how the project meets the DCSF's Sustainable Schools Strategy.

### Risk Management Implications

2.5.11. A risk register for BSF will be developed through the Project Management and Project Initiation Documentation required by Partnerships for Schools. The register will link to the Children's Services Risk Register.

### Section 3 - Statutory Officer Clearance

Name: Myfanwy Barrett	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 14 April 2009		
Name: Helen White	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 26 March 2009		

### Section 4 – Performance Officer Clearance

Name: David Harrington	<input checked="" type="checkbox"/>	on behalf of the Divisional Director (Strategy and Improvement)
Date: 24 March 2009		

### Section 5 – Environmental Impact Officer Clearance

Name: Andrew Baker	<input checked="" type="checkbox"/>	on behalf of the* Divisional Director (Environmental Services)
Date: 20 March 2009		

\*Delete the words "on behalf of the" if the report is cleared directly by John Edwards

## **Section 6 - Contact Details and Background Papers**

Contact: Johanna Morgan, Head of School Organisation Strategy,  
020 8736 6841

Background Papers:  
DCSF Readiness to Deliver Guidance